MINUTES – SPECIAL MEETING
SANTA MARIA CITY COUNCIL

SANTA MARIA INN, HANCOCK ROOM
SANTA MARIA, CALIFORNIA

FEBRUARY 13, 2014

CALL TO ORDER:
Mayor Patino called the meeting to order at 10:10 a.m.

ROLL CALL:
MEMBERS PRESENT
Councilmembers Boysen, Green, Orach, Zuniga, and Mayor Patino

STAFF MEMBERS PRESENT
City Manager Haydon and City Attorney Trujillo

1. PUBLIC COMMENT PERIOD
No one addressed the Council.

2. CITY COUNCIL GOAL-SETTING WORKSHOP.
City Manager Haydon opened the workshop by introducing Jan Perkins, Senior Partner with Management Partners, who facilitated the workshop. Ms. Perkins suggested several ground rules to help the group have a successful workshop and achieve the results they intended to achieve through their time together.

Jan Perkins led workshop participants in a discussion on the roles of the Council, Mayor, City Manager and City Attorney. As a result of this discussion, workshop participants agreed that the following roles and responsibilities are appropriate for the City of Santa Maria:

Mayor's Role

- Chair meetings
- Represent the City with other agencies as Mayor
- Moderator/looking out for all interests
- Referee
- Manage Meetings
- Represent City at ceremonies
- Adjust time at meetings for speakers
- Appointments to boards and commissions

City Council Role

- Be prepared and informed on issues
- Look out for everyone's interests
- Be responsive to concerns of community
- Be objective about what citizens need and desire
- Set policy; follow policy and procedures
- Work through the city manager
- Do not micromanage
- Establish priorities
- Follow the consensus of Council
- Be a conduit between community and city government
- Practice fiscal stewardship
- Be a positive ambassador
- Hire the city manager and city attorney
- Serve as an arbitrator on issues within their purview
- Foster a positive employee environment
- Set the tone for the organization
- Participate in the community
- Understand responsibilities as an employer
- Be mindful of risk management and potential liability
- Ask questions
- Provide representation on outside boards and committees

City Manager Role

- Budget and fiscal management
- Be responsive to the Council

- Provide Council with thorough, timely, accurate, complete info.
- Staff – oversight/management
- Stay on top of State and Federal legislation
- Serve as a conduit for information to Council
- Navigate Council dynamics
- Set the tone for the organization; support positive morale, employee environment and health of the organization
- Practice risk management
- Represent the city to outside groups
- Serve as a mediator between community members and staff
- Serve as an arbitrator and decision maker
- Manage implementation of Council policies
- Provide leadership for crisis management; make decisive decisions in critical situations
- Be responsible for the operations of the City
- Be accessible and approachable
- Be apolitical
- Advise the Council.
- Tell the Council what he thinks
- Set the Council agenda

City Attorney Role

- Provide good advice
- Practice risk management and risk assessment
- Be aware of changing laws
- Look for solutions more so than problems; provide options; be a problem solver
- Manage staff
- Be diplomatic
- Be apolitical
- Work with outside counsel
- Serve as mediator and arbitrator as needed
- Set a calming tone with Council and his office

City Attorney Role - Continued

- Be courteous
- Establish good working relationships with outside colleagues and other agencies
- Participate in Council meetings

The Council, City Manager, and City Attorney then discussed what team members need from each other and what agreed upon behaviors and procedures all team members should demonstrate for the benefit of the organization and achievement of goals. The following needs and expectations were mentioned as important:

What does the Council expect and need from staff?

- Timely, accurate information
- No surprises
- All viable alternatives/options identified
- Respect
- Trust
- Spend only short amount of time on answering a Councilmembers' question
- City Manager to be the conduit between Council and staff
- Information disseminated to all Councilmembers

What do Councilmembers need from each other?

- Respect toward everyone when speaking with them
- No surprises
- No hidden agendas
- Communication and dialogue
- Valid information
- Support of decisions
- Ability to immediately forgive, forget, and move on

- Appreciation and understanding of the diversity on Council
- Agree to disagree diplomatically
- Outside the box thinking; no business as usual approach
- Do not air dirty laundry outside
- Develop some level of personal connections and camaraderie with each other
- Take things we hear with a grain of salt, understanding that it may not be the whole story
- Go directly to the person something was said about
- Do not give opinion on an issue until after you hear testimony
- Do not speak at City appointed boards/commissions; respect their independence
- Respect confidentiality of closed sessions

What does staff need from Council?

- Not to get into minutia
- Clear and timely direction
- No surprises
- Work through City Manager or department head and let City Manager know when a contact has been made
- Do not assume what is heard from line staff or a community member is the full picture
- Ask all known questions before a Council meeting
- Read agenda items prior to the Council meeting
- Show trust and respect, even when you do not agree with staff or Council
- Recognize staff's time constraints, knowing that staff carries a large workload
- Recognize that financial information is at a point in time and changes
- When meeting with developers, ask them to tell the Councilmember what staff is telling the developer

Council recessed for lunch at 12:34 p.m.

Council reconvened the Goal Setting Workshop at 1:12 p.m. In attendance for the afternoon session were all members of the Council, City Manager Haydon, City Attorney Trujillo, Director of Community Development Appel, Deputy City Managers Lara and Barnhard, Police Chief Martin, Fire Chief Orr, Director of Recreation and Parks Posada, Director of Utilities Sweet, Director of Public Works/City Engineer Whitehead, Director of Administrative Services Visé, and City Librarian Housel.

Ms. Perkins reviewed a partial list of City accomplishments that had been mentioned by Councilmembers in response to her question about key accomplishments. Then in small groups, the Council and staff identified the key factors that contributed to the accomplishments.

City Manager Haydon then gave a presentation on the City's financial outlook and staffing. He noted the structural deficit and the impact of increasing pension costs in future years.

Ms. Perkins then provided an orientation on the list of Councilmember priorities that was prepared as part of advance work for the workshop. Each Councilmember and the City Manager then proceeded to conduct a dot-voting exercise to identify the top priorities for the City to address over the next two-year period. The group then discussed the results of the first round of dot-voting and went through each item on the list to review with staff what is being done now and whether additional resources would be needed to accomplish the items on the list.

After conducting the dot-voting exercise, the group discussed each item on the list and a Council consensus resulted. The items receiving three or more "essential item" dots from Councilmembers were:

- Continue to focus on the fundamentals of city government
- Improve community aesthetics, to include code enforcement activities in neighborhoods
- Fund the next phase of the Police Department relocation and communication system
- Develop alternative revenue sources
- Focus Measure U2012 funds on police and fire activities

The following five goals received at least two dots and were viewed as important to Council for staff to address during the next two-year period:

- Continue revitalization efforts in the downtown
- Continue attention on the homelessness and panhandling issue
- Shift more CDBG funding into fundamental city facilities and infrastructure
- Start rebuilding the L.E.A.F. reserve
- Facilitate access to broadband to improve ability to attract businesses

The workshop concluded with a discussion on how new issues or suggestions would be handled as they arise. It was the consensus that Councilmembers will discuss new issues or suggestions with the City Manager who will advise on appropriate methods of handling the issue. At the end of the workshop, participants were led through a roundtable evaluation of the day. Individuals noted the value of being part of and hearing the discussion, understanding Council's priorities, and the communications that occurred between Councilmembers and staff.

ADJOURNMENT:
There being no further business to come before the City Council at this time, Mayor Patino declared the meeting of the City Council adjourned at 5:28 p.m.

APPROVED:

March 4, 2014
Date

Rick Haydon
Deputy City Clerk of the City of Santa Maria

Alice M. Patino
Mayor of the City of Santa Maria

ATTEST:

Rick Haydon
Deputy City Clerk